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Eastern Washington University
Special Meeting of the Board of Trustees
September 15, 2000
11:00 a.m.
PUB 261

Board Members Present:

Ms. Kelly Behne
Mrs. Jean L. Beschel, Chair (by telephone)
Mr. Gordon Budke
Dr. Mark Mays
Ms. Cynthia Shiota

Staff Present:

Dr. Peter Dual, Provost and Vice President for Academic Affairs
Mr. George Durrie, Director of Government Relations
Ms. Connie Gross, Secretary to the Board of Trustees
Dr. Stephen M. Jordan, President
Ms. Tesha Kropidowski, Associate Director of Budget Services
Dr. Brian Levin-Stankevich, Vice President for Student Affairs
Ms. Shawn MacDuff, Budget Analyst II
Ms. Judith Penrod Siminoe, Associate to the President
Ms. Stefanie Pettit, Public Information Officer
Ms. Carol Terry, Director of Budget Services
Ms. Mary Voves, Vice President for Business and Finance

Others Present:

Ms. Maggie Sheppard, Cheney Free Press

Chair Beschel called the Special Meeting of the Board of Trustees to order at 11:10 a.m.

President Jordan said he would be presenting Eastern's budget at the Higher Education Coordinating Board (HECB) on Tuesday, September 19, 2000. He will also represent the Council of Presidents (COP) at the House Higher Education Committee Meeting next Friday, September 22, where he will speak on behalf of all the university presidents about economic development using EWU's role as an example.

President Jordan noted that we have had a different philosophy the last two years about our budget presentation. We will talk about what we have done in response to what the HECB has asked us to do. We only spend one-third of our time talking about what we want from them.. This format has worked very well. This year we are again focusing on how we have used flexibility in our budgeting process.

Dr. Jordan then went through the power point presentation, using power point slides (copies are attached to the official minutes.) The main points included:

- Vision of the University: To be the student-focused university learning environment of choice. (This statement came out of the President's Cabinet retreat held August 6 and 7.)
- Regional University: a regional comprehensive university (5,000-20,000 students). We have established a goal to be at 9,000 students by 2010.
- Accomplishments: Eastern has experienced a dramatic turnaround from the prior biennium; we focused on a new mission and operating plan; we enhanced our academic reputation; and we have encouraged faculty and staff efforts toward a common institutional mission
- Eastern's Charge: *The Legislature directed Eastern to build a residential campus*—Eastern employed recruiting strategies that resulted in about 60% of the growth in enrollments residing on campus.

- *The Legislature directed Eastern to identify Centers of Excellence that focus, build, and expand its enrollments and reaffirm its reputation for academic excellence*—The three chosen are music, creative writing, and university honors. We have implemented an internal reallocation of about \$375,000.
- *The Legislature directed Eastern to balance its budget and return to its budgeted level of enrollments*—Eastern restructured and balanced its budget. Eastern increased its enrollments. (A dramatic turnaround)
- *The Legislature granted flexible tuition setting authority*—Eastern implemented the lowest tuition increase in the State.
- *The Legislature initiated a Western Undergraduate Exchange (WUE) pilot project*—Eastern used WUE waivers to stabilize nonresident enrollments and recruit high quality students. We had priced ourselves out of the competition. WUE has increased our total enrollment and has increased the quality of our students.
- *The Legislature provided special waiver authority*—Eastern strategically recruited nonresident and resident students, targeting students for the Centers of Excellence (12 honors students); Eastern offered waivers to all 108 gold medal winners at the National Science Olympiad.
- *The Legislature funded recruitment and retention dollars allowing increased flexibility to attract the most qualified individuals to the university*—Eastern recruited or retained 45 faculty and professionals. Eastern's students benefited from the recruitment of a superior quality faculty and retention of professionals with valuable expertise. Our average salary is about \$49,000, but to recruit some new professors we have had to offer \$60,000. We needed these funds to make up the difference.
- Eastern's Success: Eastern engaged the academic departments in a program review, resulting in the creation of a new college, Social and Behavioral Science; and the coordination of curriculum across departments such as Computing Sciences, Technology and Physics. Eastern successfully restructured its budget and management systems. Eastern created a student-focused learning environment.
- Eastern enhanced opportunities for student life (day care center, expanded recreation facility hours on weekends, Pathways to Progress).
- EWU updated its comprehensive campus master plan to reflect a residential campus.
- Freshmen class percent of total headcount increased from 12% to 16% (from 800 to 1200 students, 47% overall)
- Graduate class percent of total headcount increased from 11% to 12%
- Nonresident students' percent of total headcount increased from 7% to 10%
- Residential students have contributed to approximately 60% of Eastern's enrollment growth.
- Enrollment funding structure—have moved from diamond to almost a square with a triangle on top. Working toward a traditional triangular shape.
- Enrollment history/projection: Three years of consecutive growth. The Legislature gave us an increase of 100, and we set a goal of 9,000 by 2010. Because the funding model for the state is predominantly based on enrollment growth, we have projected a 100-student increase per year in order to control our growth and to be funded by the Legislature. If we want to make the investments, we need the state tuition dollars. If we grow at that continued level, we will reach the 9,000 by 2007. We don't want to grow too fast and not provide a quality education. We may need to decide how to cut off some level of admissions. We don't want cost to be the barrier to access, so we will have to decide the relative positioning of quality, access, and cost. This is a discussion the Board of Trustees needs to engage in. The Academic Affairs and Student Affairs committees of the Board have already begun some discussions on this. Dr. Jordan noted that we think the HECB estimates are overly optimistic. WSU is down 200 this year. We need to keep in mind our ability to recruit successfully against the other institutions as they will be working hard on recruiting.
- Eastern's Future: We have set an enrollment goal of 9,000 FTES by the year 2010; creation of a school of Computing Sciences, Technologies and Physics; work on social and behavioral sciences curriculum; and work toward being the student-focused learning environment of choice.

- Summary: Eastern Washington University has increased enrollments; balanced its budget; enhanced student life opportunities; initiated the development of three Centers of Excellence; and promoted student life.

President Jordan then talked about the HECB priorities and the COP joint initiatives. Faculty and professional salary increases and recruitment and retention funds will be the first priority. The request will be for 10 % for the biennium, with 6% the first year and 4% the second. It sends a very important and consistent message for all universities to make the same request. EWU is 8% below the 50% percentile, so we will only have closed that gap half way. Other requests include: Instructional technology support (important for the regionals—the research universities receive grants to help with this, so we need it more); a cooperative library project (journals at the U of WA for everyone's access); and a college awareness project (pipeline project to begin addressing the issues of diversity and campus climate).

Regarding our salary increase request, Dr. Jordan said our priorities are to retain our professionally accomplished faculty (part of our mission statement) and maintain a level of base funding. We are requesting the following funding: Centers of Excellence \$3,269,000 (music \$1,665,000, creative writing \$1,204,000; honors \$400,000). Our other priorities include: Technology support and renewal: \$6,896,000 (instructional technology support \$3,597,000; information technology maintenance and renewal \$3,299,000); and enrollment increase (\$2,130,000).

Several Trustees made suggestions regarding the presentation, which will be incorporated prior to the trip next week.

President Jordan then addressed the Capital Project Request, which addresses the HECB priorities of equitable access and ensuring quality in the learning environment.

- Our number one priority is the Cheney Hall design and construction. We are requesting \$22,600,000 from the Legislature, and we are prepared to raise \$8 million to provide equipment and endowed professorships.
- Our second priority is the Senior Hall Design to provide access for additional students in Social Work and Criminal Justice. This request is for \$1,212,000.
- ADA Improvements are being requested to provide the necessary ADA access to facilities and to meet the university's commitment to remove barriers. This request is for \$350,000.
- Our Classroom Renewal request for \$2,355,000 is to create a high quality, technologically current, learning environment.
- Our Campus Network Upgrade (bandwidth; fiber optics) request is for \$2,500,000.
- Tawanka Improvements are being requested in the amount of \$3,682,000 to manage the renovations in enrollment growth buildings; upgrade the electrical system and major improvements to the first floor and exterior.
- Eastern's total capital request is \$63,373,000.

A break was taken from 12:25 to 12:35 p.m.

President Jordan spoke to the Trustees regarding doctoral programs. He explained that economic development efforts in Spokane would be enhanced if doctoral programs were available. There is a cost issue, but he assured the board that he has no interest in "getting his horse shot out from under him". He is convinced that Eastern has the basic capacity to offer doctoral programs, and that there is a crying need in this community for some higher education institution, or more than one, to step up on this issue. Gonzaga is interested in partnering with us.

Dr. Jordan believes the Centers of Excellence are prime examples of the way excellence in one program benefits the entire university. He sees doctoral programs as the flip side of the Centers of Excellence in our professional programs. Second, we must be cognizant of the political dimensions/implications of this proposal. He has begun conversations with local legislators on this topic, and everyone so far has shown support. Kristi Blake, member of the HECB, visited campus, saw Cheney Hall, and discussed doctoral programs with President Jordan. She not only supports the idea, but also is prepared to put on the discussion table at the HECB that all regionals and branch campuses should be allowed to offer doctoral programs. She asked Dr. Jordan to discuss it with the COP, and the Presidents have charged the Provosts to begin conversations with faculty on their campuses.

President Jordan said the administration has begun to look nationally at what is going on. We have sent lists of doctoral-granting institutions to the Trustees. He said that we did not include state universities and land grant universities on the list and there are still 35 states that allow regionals and branches to offer doctoral programs. The FTE sizes show many of these institutions to be considerably smaller than EWU. He noted that just the list of comprehensives is lengthy. Washington is operating under an old model. Regionals and branch campuses serve an important role in stimulating the economy of their areas.

President Jordan emphasized that we have no intent of becoming a major doctoral-granting university. He would recommend that the Legislature limit the authority to the offering of five or fewer programs. First EWU would want to go to another doctoral-granting institution to see if they are interested in partnering. We're not planning to have large programs, but this would open up opportunities for our faculty to be eligible for grant and contracts that they are not currently eligible for. Some likely candidates for doctoral degrees might be Informatics (computer science); the health professions (e.g. in physical therapy 4 of the 6 programs in the Northwest are or will be offering doctorate, so if we want to have the enrollment and be viable we would want to consider it); Education; Music; and Biotechnology. The faculty needs to engage in this conversation.

President Jordan said if we don't take the leadership, no one else is prepared to do so. This is the natural evolution of things, and the timing has never been better than it is today.

It was noted that partnering is a very good idea, and that Spokane is desperate to have a major research university presence. Dr. Jordan said he has asked the chairs of some departments to begin canvassing the businesses in the Spokane region regarding their support for doctoral programs in this region. Provost Dual is taking the lead responsibility in the development and assessment of what areas we should pursue.

A timeline was discussed. The Operating and Capital budgets first go to the HECB next week. We will start talking with the COP about doctoral programs, but it will take a 3 year, or 4-5 year timeline to have an offering ready. First we need the legislative authority. We're proposing general authority to offer a limited number of doctoral degrees with the requirement of pursuing partnering first. The specific degree has to be approved by the HECB. Then the campus goes through the process of choosing which programs. Kristi Blake wants it on the HECB table as a policy discussion.

Comments included:

- a doctorate gives some extra power and prestige to a university, and is a good thing to do if you cost it out.
- Some board members wanted to be clear that President Jordan is going to be here to see it through. He responded yes--as stated in his speech this morning, he has no intention of going anywhere.
- It was recommended that we work with the other presidents; we need their input prior to going to the Legislature. We should know by December who is on board, then the Board of Trustees will have to decide if we should go forward with it or not.
- President Jordan noted a recent position paper for economic development has no mention of eastern Washington. We need to lead for Eastern Washington because no one else does.
- People need to understand the process along with the fact that we hope to go to the legislature with the request for limited authority.

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Consensus from the Trustees was to proceed and keep them informed. President Jordan will have a specific proposal later, depending on how the process goes. He noted that President Fredrikson proposed a Ph.D. program that was not well received, but he feels we are laying the proper groundwork for our request.

The meeting adjourned at 1:15.

Jean L. Beschel
Chair

Stephen M. Jordan
Secretary of the Board of Trustees